



CBCS SCHEME

20MBA11

First Semester MBA Degree Examination, July/August 2022

Management and Organizational Behaviour

Time: 3 hrs.

Max. Marks:100

**Note: 1. Answer any FOUR full questions from Q.No.1 to 7.
2. Q.No. 8 is compulsory.**

- 1 a. Define Management. (03 Marks)
b. Explain the different skills and competencies of a Manager. (07 Marks)
c. Explain Henry Fayol's principles of management. (10 Marks)
- 2 a. Define Planning. (03 Marks)
b. Write a note on different types of controlling. (07 Marks)
c. Explain the different types of organizational structure. (10 Marks)
- 3 a. Define Organizational Behaviour. (03 Marks)
b. Explain the perceptual process with a neat block diagram. (07 Marks)
c. Explain in detail the Myer-Briggs Type Indicator assessment of personality. (10 Marks)
- 4 a. State the components of Attitude. (03 Marks)
b. What are the different approaches to Organizational Behaviour? (07 Marks)
c. Explain Maslow's Need Theory and its application in management. (10 Marks)
- 5 a. State the meaning of Group Dynamics. (03 Marks)
b. Elucidate on the Five-stage model of group development. (07 Marks)
c. Explain the need for creating effective teams in a organization and state the reasons for the team failure. (10 Marks)
- 6 a. Define Organizational Culture. (03 Marks)
b. What are the different sources of power for an individual? (07 Marks)
c. Explain the different types of organizational culture. (10 Marks)
- 7 a. State the meaning of organizational change. (03 Marks)
b. Explain the different types of stress. (07 Marks)
c. Explain the different forces responsible for change and how can we manage resistance to change in an organization. (10 Marks)
- 8 Case Study (Compulsory) :

Mr. Anvesh is a supervisor in an engineering firm in Mumbai. Employee morale in his office is quite low. The workers now have gone back to their regular, 9:00 am to 5:00 pm work schedule, after being on flexi time for nearly 2 years. When the directive came, allowing Anvesh to place his office on flexi-time, he spelled out the rules carefully to his people. All the employees were to work during the core period from 9:00 am to 2:00 pm. However, they could work the rest of 8 hours day, any time between 9:00 am to 6:00 pm. Anvesh believed his workers were honest and motivated; so he did not bother to setup any system of control.

Everything went on well for a long time. Morale was high and all the work seemed to be done. In November 2015, the chief factory manager found that Anvesh's workers were averaging 7 hours a day. Two employees had been working only during the core period for more than 2 months. When Anvesh's departmental head received the factory manager's report, he told Anvesh to return to the regular working hours. Anvesh was upset and disappointed with his people. He had trusted them, but felt that they had let him down.

Questions:

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- a. Do you think Anvesh failed to understand the behavior of his employees while controlling them? (05 Marks)
- b. Does flexi-time at work bring in productivity to the organization? (05 Marks)
- c. What techniques are to be adopted to boost employee morale at workplace? (05 Marks)
- d. What are the factors responsible for job related attitudes? (05 Marks)

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